

A photograph showing a group of men standing in a line outdoors. Many of the men have their heads bowed in prayer. They are wearing various casual clothing like t-shirts and button-down shirts. One man in the foreground, slightly to the right of the center, is wearing a dark suit and a white cap, and is looking towards the camera. In the background, there is a large, multi-story building with many windows, which appears to be a mosque or a government building. The scene is brightly lit, suggesting it is daytime.

LEADERS AS A ROLE MODEL OF INTEGRITY AND ACCOUNTABILITY

M.Kamal Hassan
30th April 2013

MAJOR CRISIS OF CONTEMPORARY CIVILISATION

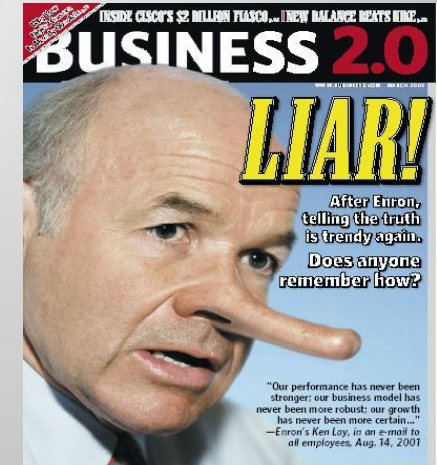
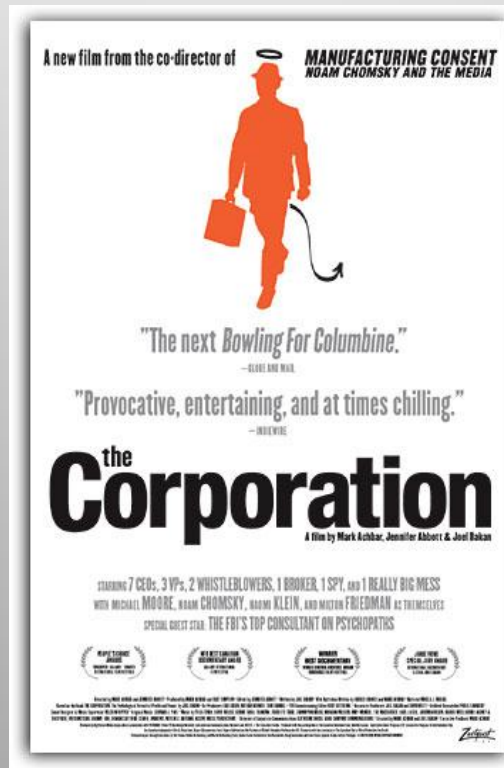
One of the major crises of contemporary civilization is unethical and corrupt leadership in politics, business, banking and government bureaucracy. The list of scandals as a consequence of unethical practices in high places is indeed shocking.



- Today the world is going through a major global crisis in economics, politics, governance environment, culture and ethics accompanied by moral scandals of unprecedented magnitude;



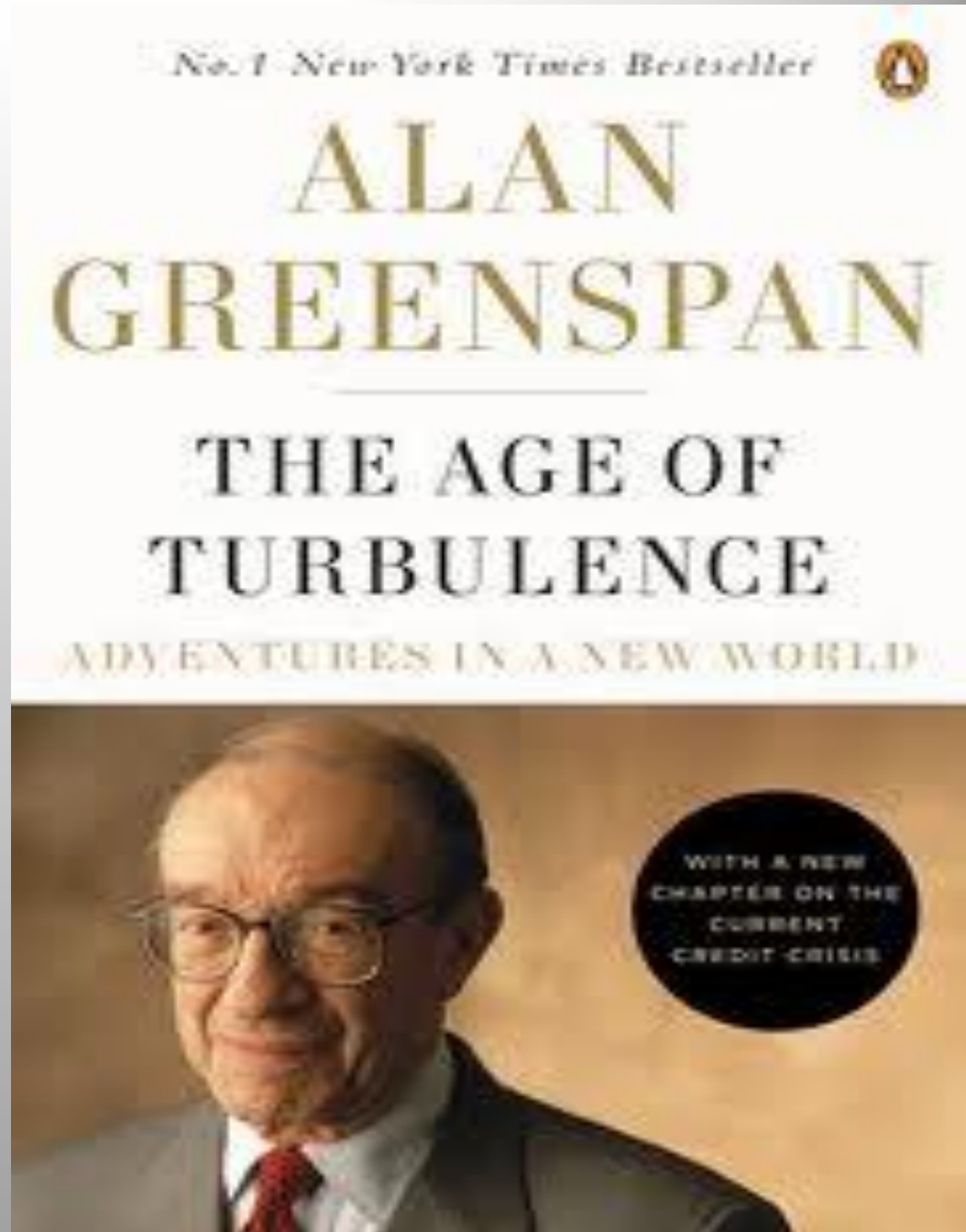
CORPORATE ACCOUNTING SCANDALS

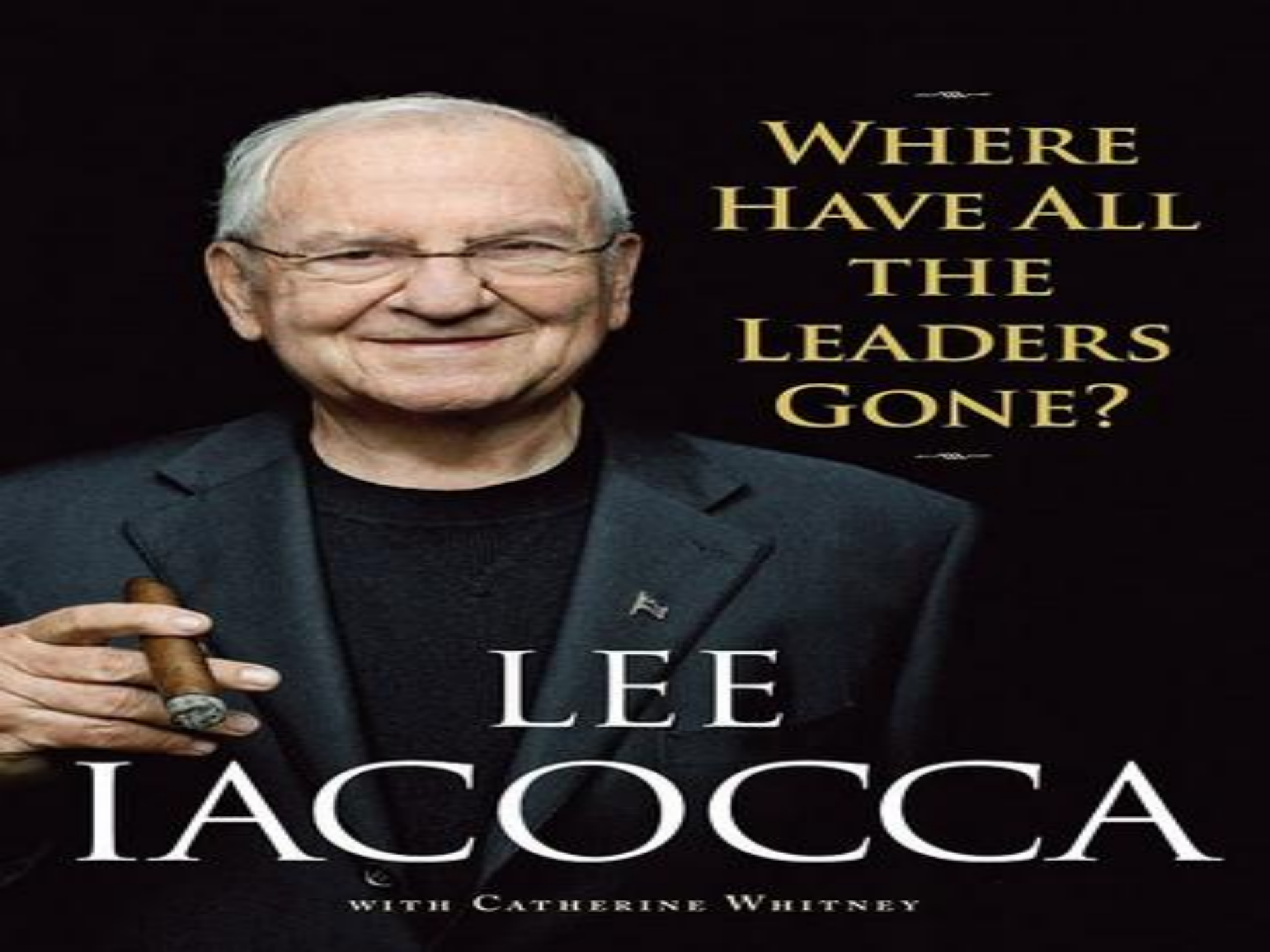


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Company	Year	Audit Firm	Country
Freddie Mac	2002	Pricewaterhouse Coopers	United States
Merrill Lynch	2002	Deloitte & Touche	United States
WorldCom	2002	Arthur Andersen	United States
Parmalat	2003	Grant Thornton SpA	Italy
Nortel	2003	Deloitte & Touche	Canada
AIG	2004	Pricewaterhouse Coopers	United States
Bernard L. Madoff Investment Securities LLC	2008	Friehling & Horowitz	United States
Anglo Irish Bank	2008	Ernst & Young	Ireland
Satyam Computer Services	2009	PricewaterhouseCoopers	India
Olympus Corporation	Ernst & Young	Japan	<i>tobashi</i> using acquisitions

The TURBULENCE is
In ECONOMICS,
BANKING,
POLITICS, CLIMATE,
ENVIRONMENT,
CULTURE,
ENTERTAINMENT,
as well as in the
HUMAN SOUL!



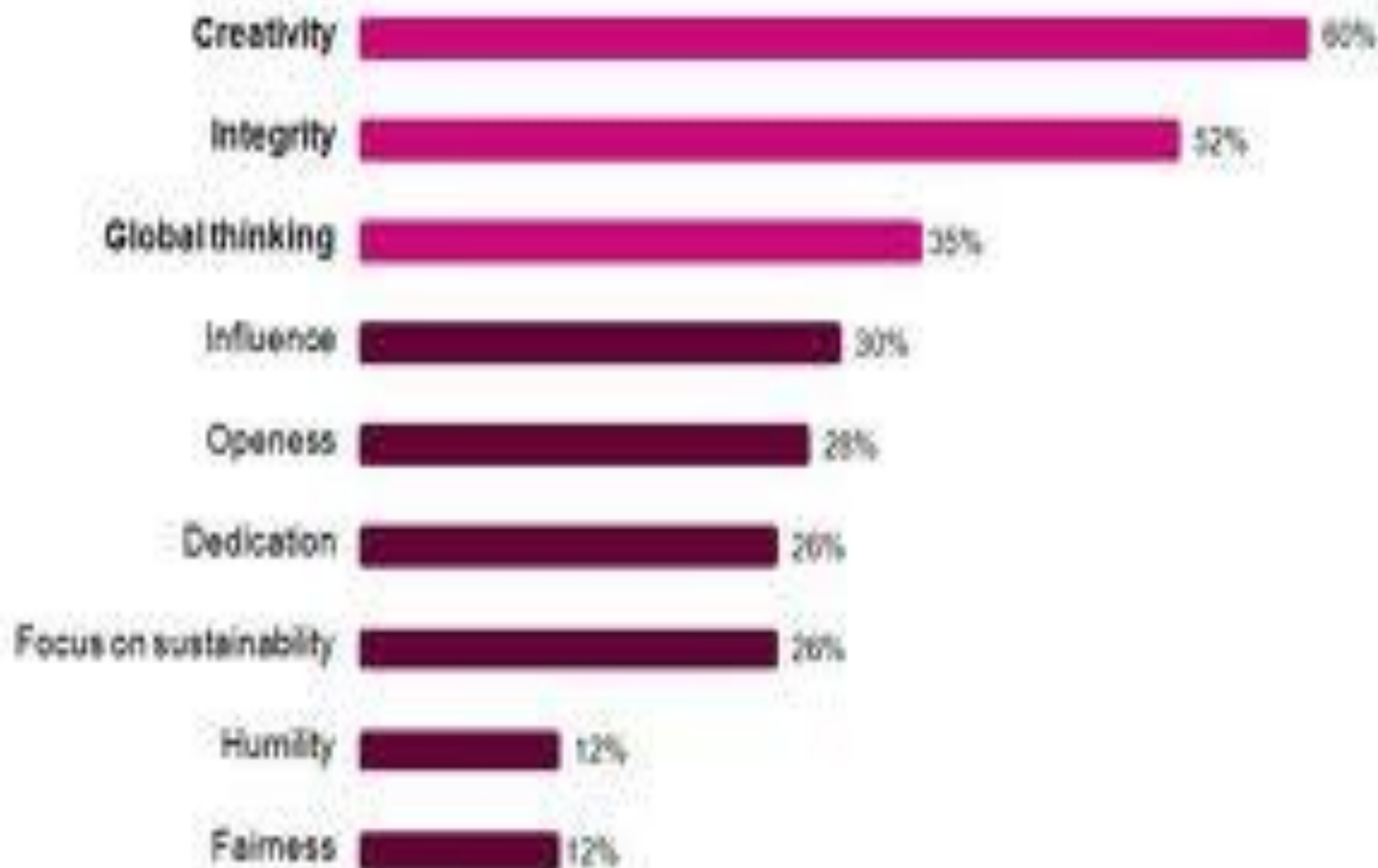
A portrait of Lee Iacocca, an older man with white hair and glasses, wearing a dark suit jacket over a black shirt. He is smiling and holding a cigar in his right hand. The background is dark.

WHERE
HAVE ALL
THE
LEADERS
GONE?

LEE
IACOCCA

WITH CATHERINE WHITNEY

Most important leadership qualities over the next five years





INTEGRITY

INTEGRITY IS THE UNCOMPROMISING ADHERENCE TO A
CODE OF MORAL VALUES AND PRINCIPLES.
IT REQUIRES SOUNDNESS OF ETHICAL STRENGTH.

Integrity

is choosing your
thoughts and actions
based on values
rather than personal
gain.

Unknown

DEFINITION OF INTEGRITY

From Wikipedia,

- **Integrity** is a concept of consistency of actions, values, methods, measures, principles, expectations, and outcomes. In ethics, integrity is regarded as the honesty and truthfulness or accuracy of one's actions. Integrity can be regarded as the opposite of hypocrisy,^[1]

- ***FIRM ADHERENCE TO A CODE OF ESPECIALLY MORAL OR ARTISTIC VALUES : INCORRUPTIBILITY***

Synonyms character, decency, goodness, honesty, morality, probity, rectitude, righteousness, rightness, uprightness, virtue, virtuousness

Antonyms badness, evil, evildoing, immorality, iniquity, sin, villainy, wickedness

Related Words high-mindedness, honor, incorruptibility, irreproachability, irreproachableness, right-mindedness, scrupulosity, scrupulousness; appropriateness, correctness, decorousness, decorum, etiquette, fitness, propriety, seemliness; ethics, morals

Near Antonyms impropriety, indecenty, indecorum, indiscretion; debauchery, degeneracy, degradation, depravity, perversion, pervertedness, sinfulness; crookedness, dishonesty, underhandedness, unscrupulousness; lowness, meanness, viciousness, vileness; corruption


(source: Merriam – Webster Dictionary)

DEFINITION OF ACCOUNTABILITY

- From Wikipedia
- “In [ethics](#) and [governance](#), **accountability** is answerability, [blameworthiness](#), [liability](#), and the expectation of account-giving. As an aspect of [governance](#), it has been central to discussions related to problems in the [public sector](#), [nonprofit](#) and private ([corporate](#)) worlds.
- In leadership roles, accountability is the acknowledgment and assumption of responsibility for actions, [products](#), decisions, and policies including the [administration](#), governance, and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences.”

Integrity
is
doing
the
right
thing
when
no-one
is
watching



A tropical beach scene with a palm tree in the foreground, white sand, and turquoise water under a clear blue sky.

WHAT IT MEANS TO BE A LEADER?

- **Servant Leadership**
- **Transformational Leadership**
- **Turnaround Leadership**
- **Transactional Leadership**

- Leadership is the capacity to translate vision into reality. — **Warren Bennis**
- Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others. — **Jack Welch**
- A leader is one who knows the way, goes the way, and shows the way. — **John Maxwell**

- My own definition of leadership is this: The capacity and the will to rally men and women to a common purpose and the character which inspires confidence. —General [Montgomery](#)
- Leadership is lifting a person's vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations. —Peter Drucker

- To command is to serve, nothing more and nothing less. —Andre Malraux
- The most dangerous leadership myth is that leaders are born-that there is a genetic factor to leadership. That's nonsense; in fact, the opposite is true. Leaders are made rather than born. —Warren Bennis
- The key to successful leadership today is influence, not authority. —Kenneth Blanchard

- A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be. — **Rosalynn Carter**
- The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly. — **Jim Rohn**
- Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish. — **Sam Walton**

LEADERSHIP STYLES

Authoritarian

Paternalistic

Democratic

Laissez-faire

Leadership Styles

■ Authoritarian

- Directive behaviors
- Decides alone
- Focuses on tasks

■ Democratic

- Open communication
- Team leader
- Focuses on people

■ Laissez-Faire

- Permissive
- Abstains from leading
- Power with staff

■ Bureaucratic

- Insecure
- Knows the rules
- Impersonal

(High) THE FOUR LEADERSHIP STYLES

S
U
P
P
O
R
T
I
V
E

High Supportive and
Low Directive
Behavior

SUPPORTING
S3

High Directive and
High Supportive
Behavior

COACHING
S2

B
E
H
A
V
I
O
R

DELEGATING
S4

Low Supportive and
Low Directive
Behavior

S1

DIRECTING

High Directive and
Low Supportive
Behavior

(Low) ——— DIRECTIVE BEHAVIOR ———> (High)

HIGH

D4

MODERATE

D3

D2

LOW

D1

DEVELOPMENT LEVEL OF FOLLOWER(S)

*Share
Leadership*

*Value
People*

**Servant
Leadership
Model**

*Develop
People*

*Provide
Leadership*

*Display
Authenticity*

*Build
Community*



INTEGRITY FROM THE TRANSCENDENT WORLDVIEW OF ISLAM

THE BASIS FOR UNDERSTANDING THE REALITY OF LEADERSHIP AND POWER

- ❑ *THE REALITY AND NATURE OF HUMAN BEINGS AS THE **SERVANTS** OF THE ONE TRUE GOD AS WELL AS HIS **VICEGERENTS** ON EARTH*
- ❑ *POWER AND AUTHORITY ARE **AMANAH** (DIVINE TRUST) FROM THE ONE TRUE GOD AND MUST BE USED WITH JUSTICE, FAIRNESS AND COMPASSION*
- ❑ *LEADERS CARRY THE **AMANAH** FROM THE ONE TRUE GOD AND ARE ULTIMATELY **ACCOUNTABLE** TO HIM*

PURITY OF INTENTION AND PURPOSE

❖ LEADERSHIP is not an honour (*tashrif*) but a moral responsibility (*taklif*)

with ultimate accountability to ALLAH SWT.

❖ OBEDIENCE AND LOYALTY to leaders are conditional upon fulfilment of the terms of reference and contractual obligations.

❖ INTENTIONS AND PURPOSES must be in harmony with the above DOCTRINES and PRINCIPLES if you have faith in Allah SWT and the HEREAFTER

**YOUR INTENTION MUST NOT BE
UNTAINTED** with self-centred
interests as it will be reflected in
your behaviours.

Your staff sees the behaviours
that you demonstrate and
determine the type of leader you
are **to them**.

YOUR RELATIONSHIP WITH YOUR SUBORDINATES:

- CLEAR DIRECTION VS VAGUE/BROAD DIRECTION
- COACH & GUIDE VS ABANDON
- DEMOCRATIC/PARTICIPATIVE/COLLABORATIVE VS
AUTHORITARIAN/DICTATORIAL/TYRANT
- MOTIVATE/INSPIRE/SUPPORTIVE VS
BELITTLE/CRITICIZE/RIDICULE
- DIRECT UPFRONT VS TALK FROM BEHIND OR
BACKBITING
- FORGIVE VS BLAME
- LISTEN VS SELF CENTERED

THE *100*

A
RANKING OF
THE MOST
INFLUENTIAL
PERSONS
IN HISTORY

MICHAEL HART



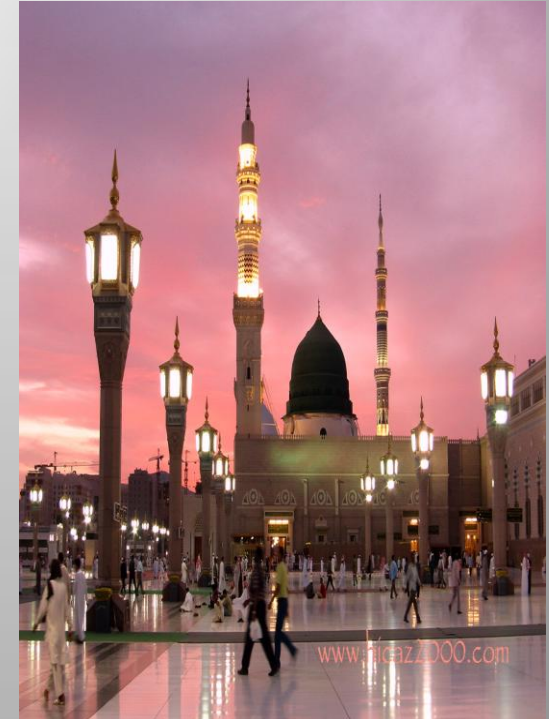
PROPHETIC LEADERSHIP AS THE BEST EXAMPLE

- Prophet Muhammad (peace and blessings be upon him) was both a prophet of Allah SWT and a statesman. His leadership was most comprehensive and dynamic. He was the paragon of virtue and spirituality. He was a noble and compassionate teacher, guide, and reformer. He was a family man. Indeed, he was also a political leader. (SEE MICHAEL HART, 100 A RANKING OF THE MOST INFLUENTIAL PERSONS IN HISTORY, 1978)

- As a political leader the Prophet (peace and blessings be upon him) unified the Arabian peninsula, established a great state whose capital was Madinah, defeated his enemies, and had most successful military expeditions. However, his real political leadership was in the realm of morality and spirituality in which he conducted himself perfectly in situations of weakness as well as strength. His way of dealing in Makkah and Madinah indicates his great political leadership.

ABU BAKR'S LEADERSHIP *PRINCIPLES*

- Inaugural address. When all the Muslims, gathered in the mosque, had offered their allegiance to Abu Bakr, Abu Bakr rose to address them. After praising Allah and offering his tribute to the Holy Prophet of Islam, Abu Bakr addressed the congregation in the following terms: "O people, I swear by Allah that I never coveted the caliphate either by day or by night, nor had I any inclination towards it. I never prayed to God openly or in secrecy to confer the office on me. I merely accepted this



office lest some mischief might arise at this critical juncture in the history of the Muslims and thereby adversely affect the interests of Islam.

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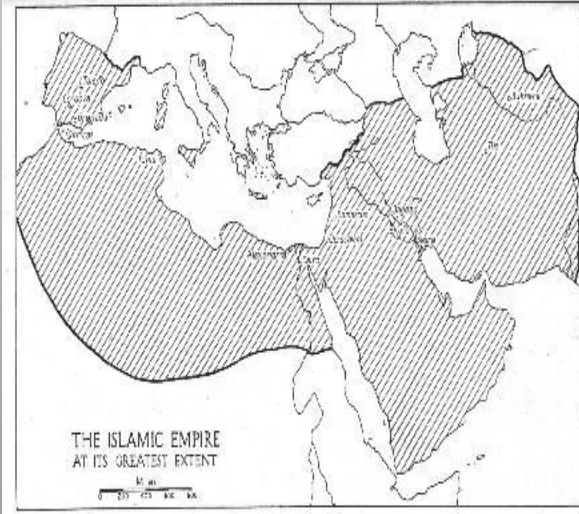
- In fact a big task has been assigned to me which is beyond my power to fulfil except with the help of the Almighty Allah and your whole hearted cooperation. I wished to see the strongest of men in my place this day. Now, it is beyond doubt that I have been elected your Amir, although I am not better than you. Help me, if I am in the right; set me right if I am in the wrong.



- Truth is a trust; falsehood is a treason. The weak among you will be strong with me till, God willing, his rights have been vindicated; and the strong among you shall be weak with me till, if the Lord wills, I have taken what is due from him. Obey me as long as I obey Allah and His Prophet, when I disobey Him and His Prophet, then obey me not. And now rise for prayers; may God have mercy on you."

OMAR'S LEADERSHIP PRINCIPLES

- "O ye faithful! Abu Bakr is no more amongst us. After having led us for about two years, he has returned to His Maker. He has the satisfaction that he has successfully piloted the ship of the Muslim state to safety after negotiating the stormy sea. He successfully waged the apostasy wars, and thanks to him, Islam is now supreme in Arabia. Islam is now on the move and we are carrying Jihad in the name of Allah against the mighty empires of Byzantine and Persia.



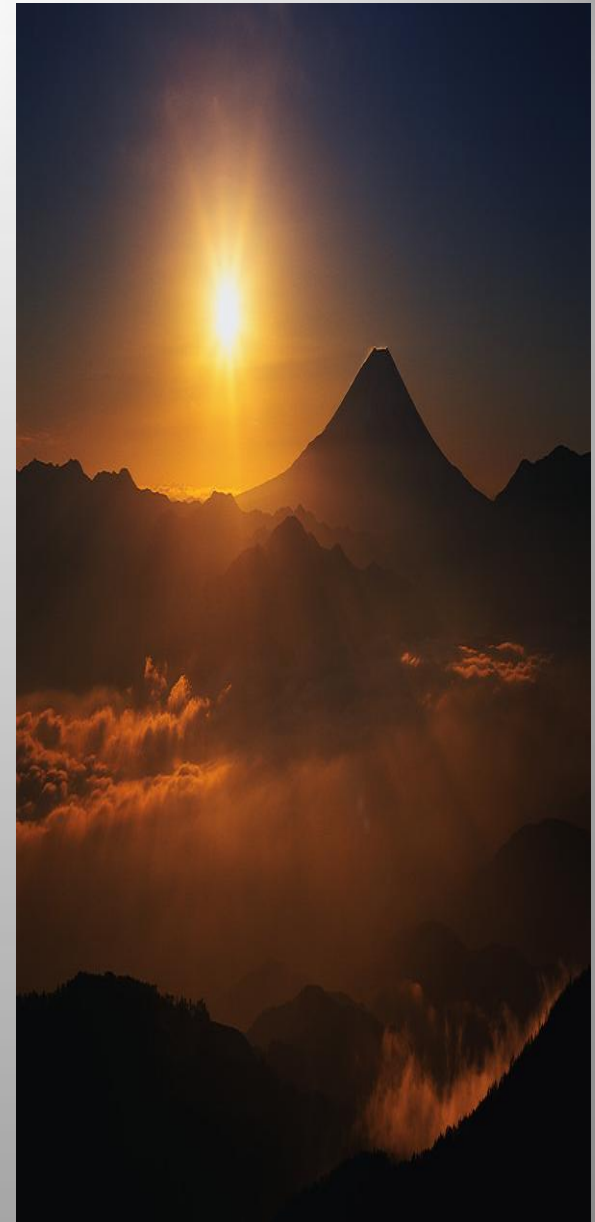
- After Abu Bakr, the mantle of Khilafat has fallen on my shoulders. I swear it before God that I never coveted this office. I wished that it would have devolved on some other person more worthy than me.

- “But now that in national interest, the responsibility for leading the Muslims has come to vest in me, I assure you that I will not run away from my post, and ***will make an earnest effort to discharge the onerous duties of the office to the best of my capacity in accordance with the injunctions of Islam.***

- In the performance of my duties, I will seek guidance from the Holy Book, and will follow the examples set by the Holy Prophet and Abu Bakr. In this task I seek your assistance. *If I follow the right path, follow me. If I deviate from the right path, correct me so that we are not led astray”.*

THE FOLLOWING LESSONS, PRINCIPLES AND VALUES ARE DERIVED FROM THE ADVICE AND ORDERS OF THE CALIPH ALI TO HIS GOVERNOR MALIK ASHTAR AS MENTIONED IN SAIDINA ALI'S *NAHJUL BALAGHAH* (PEAK OF ELOQUENCE):

- 1. SELF RESTRAINT THROUGH SERVING THE NEEDS OF PEOPLE.**
- 2- MERCY AND COMPASSION TO ALL, MUSLIMS AND NON-MUSLIMS.**
- 3- KEEP A STRICT CONTROL ON YOUR DESIRES AND EARNINGS.**
- 4- ALLAH IS YOUR SUPREME RULER AND SOVEREIGN.**
- 5- NEVER BE VAIN OR ARROGANT AS IT “WILL WEAKEN YOUR FAITH IN RELIGION AND WILL MAKE YOU SEEK SUPPORT OF ANY POWER OTHER THAN THAT OF ALLAH.”**





6- TAKE CARE OF NEEDS AND WELFARE OF DIFFERENT GROUPS AND CLASSES IN SOCIETY.

7- BEWARE OF CORRUPT ELITES.

8- UPHOLD FAIRNESS, JUSTICE AND IMPARTIALITY.

9- AVOID THOSE WHO ASSIST EVIL AND DESPOTIC RULERS.

10- “SELECT HONEST, TRUTHFUL AND PIOUS PEOPLE AS YOUR COMPANIONS. TRAIN THEM NOT TO BE FLATTER YOU AND NOT TO SEEK YOUR FAVOUR BY FALSE PRAISES BECAUSE FLATTERY AND FALSE PRAISES CREATE VANITY AND CONCEIT AND THEY MAKE A MAN LOSE SIGHT OF HIS REAL SELF AND IGNORE HIS DUTIES.”

**11- STEADFAST IN TRUTH AND JUSTICE.
LET EQUITY, JUSTICE AND FAIRPLAY
BE YOUR MOTTO.**

**12- LET JUDICIARY BE ABOVE EVERY
KIND OF EXECUTIVE
PRESSURE OF INFLUENCE, ABOVE
FEAR OF FAVOUR, INTRIGUE OR
CORRUPTION.**

- 13- TAKE GOOD CARE OF THE POOR,
PROTECT THEM AND THEIR RIGHTS.**

**14- BEWARE OF CORRUPT RELATIVES
AND FRIENDS.**

**15- BEWARE OF EGOTISM AND SELF
ADMIRATION.**



CONCLUSION

- **POWER IS AN AMANAH FROM ALLAH (SWT)**
- **LEADERS ARE ACCOUNTABLE TO ALLAH (SWT)**
- **IMAN, ILM, TAQWA, IHSAN AND AKHLAQ KARIMAH (GOOD VIRTUOUS CHARACTER) ARE THE CORE VALUES OF LEADERS WITH INTEGRITY**

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